

**Revised SCOPE OF SERVICES
UPPER DARBY TOWNSHIP COMPREHENSIVE PLAN**

PHASE ONE: PUBLIC EDUCATION/VISIONING

TASK ONE: GEARING UP

This first step in the planning process is to ensure that all participants clearly understand the process, their respective roles, the relationship of the Vision Statement to the Comprehensive Plan and the protocols for coordination and public input. The seven districts will serve as the initial sub-areas for planning although some of the districts may require more participation.

1.1 Kick-off Meetings

1.1.1 Staff Resource Team/Community Participation

Multiple individual and/or group meetings will be held with Township Staff and key officials to reach agreement on the community participation process, the number of meetings and the role of key staff. Meetings will also be held with community leaders to determine the dynamics of the community and the status of current governmental initiatives. The purpose of the meetings will be to accomplish the following:

- * Review supporting data and mapped information
- * Review current policies and on-going plans and studies
- * Identify consensus on key issues
- * Establish protocols for inter-departmental and inter-governmental coordination
- * Define “partner” roles with private business, schools, hospitals and other institutions
- * Provide an outline for a “user friendly” Comprehensive Plan information system
- * Identify staff assignments for Citizen Participation

A final Steering Committee will be formed.

1.1.2 Steering Committee Meeting

When a final Steering Committee is formed the first meeting will focus on the purpose, structure and application of a comprehensive plan including the specific products and the final schedule. The meeting will set the framework for future meetings.

1.1.3 Community Tour

The consultant team and key staff will tour the Township over a three-day period to observe key elements of the community. The tour will focus on areas that will experience the most change.

1.1.4 Review of the Development Process

Review of the standard development process will include County and Township procedures for Capital Improvements, Zoning procedures and on-going programs such as the “Gateway Study,” economic development initiatives and residential code enforcement.

1.2 Public Outreach Program

1.2.1 Media Relations

As part of the kickoff meetings, the WRT team will advise the Township on establishing and executing an effective public outreach and education program for the Comprehensive Plan. Key to this program will be effective use of media, such as TV, newspaper and possible establishment of information on the Upper Darby web page.

1.2.2 Partnering Opportunities

As part of the public outreach program, opportunities should be sought to partner with leading public and private institutions such as the Upper Darby School District, hospitals, private business organizations and Delaware County agencies and institutions.

1.2.3 The Upper Darby Comprehensive Plan Data Book

The previous Comprehensive Plan was prepared 30 years ago. Much of the property-based data is still valid but the individual property information such as recent sales, vacancy, building permits and public improvements needs to be included in the data book. Both the County and the Township maintain data, which will be needed for the Comprehensive Plan. A single data book will be started to monitor progress on the plan and record changes after the plan is complete. Township staff should have the responsibility of monitoring the data after completion of the plan.

Task One Deliverable: Plan for Public Outreach Program – A Working Paper

TASK TWO: COMMUNITY DYNAMICS AND ASPIRATIONS

The second step of the vision planning process has a dual focus. First it should arm the Steering Committee and citizen participants with information on the state-of-the-art in comprehensive planning, as well as an overview of key community indicators describing the dynamics of conditions and trends in Upper Darby and the surrounding community. Second it should provide the Steering Committee and citizen participants the opportunity to provide extensive input.

2.1 Stakeholder Interviews

Over a two to three day period the consultant team will conduct individual and small group interviews with community “opinion leaders,” including City

Council, Steering Committee members, staff, representatives of other local and County institutions as well as civic, business and neighborhood associations.

S. Huffman Associates will interview commercial and industrial realtors who are active in the area to find out about market conditions and about the types of users who are most interested in Upper Darby locations. The product of this effort will be a current picture of the market for office, and if appropriate, light industrial space in the Township. This analysis may be used as the basis for an economic development strategy in the Comprehensive Plan.

2.2 Plan Symposium

A series of panel discussions will be held to discuss comprehensive planning for the Upper Darby Community. In these discussions the issues raised in the stakeholder interviews will be presented to test the overall community values. One meeting will be held in each of the 7 Council Districts. Generally, the issues will fall into five major areas:

1. Regional trends and How Upper Darby ranks in the region.
2. Infrastructure, Transportation and Public Facilities.
3. Quality of life issues including leisure time, safety, health and education.
4. Economic development and redevelopment issues.
5. Implementation options including zoning and inter-governmental cooperation.

These five areas will be discussed in each of the 7 Districts in evening meetings. The consultants will make a brief presentation of the findings of the stakeholder interviews and community representatives will be invited to discuss their “vision” for each of the five areas.

2.3 Steering Committee Meeting: Elements of the Vision Statement

A report on each of the 7 meetings will be made to the Steering Committee. The report will cover each of the five issue areas. Efforts will be made to reach consensus on the assets and liabilities in Upper Darby. The meeting will end with a “homework assignment” for the committee members. They will be given inexpensive disposable cameras to record positive and negative community visions.

Task Two Deliverable: Preliminary Draft Vision Statement Working Paper

TASK THREE: REFINING THE VISION STATEMENT

In the third step of the planning process, the Preliminary Draft Vision statement prepared in the previous step will be developed into a Final Draft Vision Statement for adoption. This will involve synthesis of the Steering Committee and the public’s work in the District meetings into a clear and compelling statement of direction for Upper Darby’s future that can be used to guide preparation of a full Comprehensive Plan in Phase II.

3.1 Identification of Geographic Areas of Focus

While some areas of the Township are very stable and residents are pleased with the level of public service, other areas show signs of vacancy and lack of maintenance. This task will prepare for a Community Forum, which builds on the photographic images of positive and negative vision. Representatives for all 7 Districts will attend this workshop but the major participants will be from functional areas rather than geographic. Special interest representatives will be invited from educational, health, historic, leisure, energy, the environment and government as well as economic development and business. The task of this Forum will be to prepare a map of Upper Darby, which measures Quality of Life Indicators and Strategic Directions. The preparation will include results of the “photo exercise” and publication of the Draft Vision Statement at the beginning of the Forum.

3.2 Community Forum

The Community Forum will include invited representatives of groups identified in Task 3.1. The meeting will be held on a weekend in a central location. First a presentation of the Draft Vision Statement will be made with the results of the “photo exercise” by the Steering Committee members. Then the meeting will divide into small groups who are challenged to draw community maps expressing community structure, present conditions and desired future. The consultant team will describe community ranking in terms of *quality of life indicators* as well as *strategic directions* such as neighborhood conservation, enhancement or redevelopment. The maps will be refined and included in the final Vision Statement.

3.3 Final Vision Statement

The final vision statement will include results of the Draft Statement in step two and the results of the Community Forum, which will refine the Vision and suggest geographic actions.

3.3.1 City Council/Steering Committee Joint Presentation

The final vision statement will be presented to Council with a description of the process, which was used to reach consensus. The statement will be organized in each of the five areas listed in the Plan Symposium with separate chapters on Quality of Life indicators and Strategic Directions.

Quality of Life Indicators are valued characteristics of community. Examples include:

- * Neighborhood livability
- * Quality of the environment
- * Vibrant activity centers
- * Unique community character and identity
- * Healthy economic growth

- * Community harmony and connectivity

Strategic Directions are those course corrections needed to move in the direction of our desired future. Examples in Upper Darby could include:

- * New patterns of investment aimed to support “smart growth”
- * Initiatives to enhance community identity and uniqueness retain scenic open space or expand community partnerships
- * Revitalization of neglected areas
- * Methods of using the Comprehensive Plan to guide growth and change

3.3.2 Media Outreach

The consultant team will work with the Township in a public outreach program, which will include media coverage of City Council/Steering Committee adoption of the “Vision”

Task Three Deliverable: Final Draft Vision Statement for Adoption

TASK FOUR: TREND GROWTH ANALYSIS

The work on trend growth, which was included in Phase II, is added to this scope so work can begin immediately. **Approximately 50%** of the trend analysis can be complete in Phase One. The remaining work will be in Phase II

This task will examine the housing market, economic development potentials and leisure time potential for Upper Darby and create a *Trend Growth Model* for the Township. By combining the market analysis with the development capacity, a potential future can be mapped. For example, if the market for economic development falls short of the areas zoned for such development, the zoning policy may need to change or if the market for low density housing is stronger than the townhouse market, some existing townhome areas may need to be redeveloped at lower densities.

- **Analysis of the Housing Market**

S. Huffman Associates will review documents which address housing issues within the Township, including the Consolidated Plan, the Fair Housing Plan, and any documents that may have been prepared by the County that discuss housing issues in and around Upper Darby. Using data gained in interviews with real estate brokers, a more quantitative report will be prepared on type and sales price of new and used housing, the length of time these units stay on the market, and the current demand for those units. Special amenities which are in the greatest demand such as parking, air conditioning and recreation will be examined.

- **Economic Development Potentials**

S. Huffman Associates will examine the potential for economic development in a more regional context. The market area for economic development is likely to be

considerably larger than that for housing, since local economic development is more dependent upon regional forces than housing. We will gather secondary data collected by public agencies, as well as by any other groups that can provide information on the economic base of Upper Darby and Delaware County. Likely data sources include the State Department of Labor and Industry, the US Census Bureau's 1997 Census of Industry, and other sources as appropriate. In addition, findings from organizations that focus on regional economic development, such as the Greater Philadelphia First Corporation and the Federal Reserve Board will be used.

- **Recreation/Leisure Development Potential**

S. Huffman Associates will examine the supply and demand for recreational facilities and opportunities within the Township. We will begin by collecting information from the Township on recreation programs that are currently being offered, including type of program, timing (day or evening), target population, and usage/level of interest. We will follow up the data gathering exercise with interviews with Township staff to identify any areas where they have found demand, but have been unable to meet it because of lack of facilities in which to offer it or funding to pay for it. We will also identify any major private, for profit recreation service providers within the Township, and interview them about their target populations, attendance, and plans to expand, if any. Participation in recreational activities is largely determined by place of residence, age, and to some extent income. For this reason, we will review our findings in light of the demographic analysis, to determine the areas where demand for recreational facilities and services may be growing.

TASK FIVE: FINAL SCOPE OF WORK FOR PHASE II

This task will define the scope of work for Phase II. It will build on the outline included in the original proposal but be more specific based on the work in Phase I. The Steering Committee will review the scope and provide notice to proceed at the completion of Phase I.

All work in Phase I will be completed in three months from notice to proceed. There will be four Steering Committee meetings and seven neighborhood meetings including a "kick-off meeting" at the start of the planning process. A Community Forum will be held at the end of the third month.